



# **BOMB SECURITY**

## **PLANNING AND TACTICS**

by  
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## Introduction

Bomb related violence has become common place in today's global society. No country, government, corporation, or individual on the planet is immune from becoming a target of a bombing or bomb threat. America has only recently begun to experience the true destructive power of a well planned bomb attack, although bomb related incidents have been common in the U.S. since the end of World War II. There are two reasons for this. The first is today we have an extensive news reporting industry that operates 24 hours a day, providing the public with details of any bomb incident no matter where or when it occurs. The second reason is until now the vast majority of bomb related violence has been perpetrated on a small scale and directed towards individuals or corporations, but in recent years we have seen a trend develop toward the use of larger more powerful bombs capable of massive property damage and extensive injury and loss of life to the public. The bombing of the Murrah Federal Building in Oklahoma City stands as a grim reminder of this trend. In addition, we have had bombing incidents occur at the World Trade Center, as well as the Atlanta Olympics. Both resulted in property damage, injury and death and a sense of fear instilled in the general public. These three incidents are a few of the better know bombing cases. Every year in America thousands of bomb and bomb threat incidents occur resulting in millions of dollars in property damage, hundreds of individuals injured or killed, and large financial losses due to evacuations. This bomb related violence knows no boundary. Incidents occur at corporations, schools, medical facilities, government buildings, public events, just to name a few.

The materials necessary to build explosive devices can easily be purchased or stolen by terrorists and criminals who seek to use these weapons. Information regarding how to build bombs is available through a variety of sources including books and the internet. Motivations which drive the bombers act are many, with revenge being the number one motivation. The motivated bomber could be anyone, a criminal attempting to extort money from a corporation, the disgruntled former employee seeking revenge, the terrorist seeking to further a group cause, etc. The bomber doesn't really have to use a bomb to get an effect, for a 35 cent investment in a telephoned bomb threat, the bomber can hold a corporation hostage for several hours.

So how do we reduce our risk of becoming the target of a bomb related incident? Through the understanding of the problem, education, development of a response plan and training of personnel. Only then can we meet this problem head-on and truly reduce our risk of this type of violence. The purpose of this manual is to present information regarding bomb security planning in a format which is easily understood and useful in assisting with the design of your organization's own preparedness plan.

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## Fundamentals Of Explosives And Explosive Devices

Having detailed knowledge of explosives and explosive devices is not necessary in the context of a bomb security plan. What is necessary is a basic understanding of the function of explosives and explosive devices. Explosives and explosive devices are designed to do one thing, explode. Since the creation of gunpowder in the 1100's, explosives have evolved into very powerful substances which can be used for both good and evil. There are hundreds of substances classified as explosives and these substances have hundreds of uses. Explosive materials are used in fireworks and firearm ammunition, in road construction, mining operations, building demolition, warfare, etc. In addition to these uses, terrorists and criminals have adopted the use of explosives in the furtherance of their own goals. Understanding how terrorists and criminals utilize explosives and create explosive devices is the first step in bomb security planning.

### Classification Of Explosives

Explosive materials can be classified as follows:

1.     **Low Explosives.**  
Low explosives typically have a deflagration (burn) rate of under 1000 meters a second. Because of the speed in which these explosives are consumed when ignited, they technically burn, not explode. If they are confined in a container when ignited, the escaping gases from these explosives will be more concentrated, rupturing the container and create an explosive effect. Low explosives include gun powder (black powder and smokeless powder) and explosive propellents.
2.     **High Explosives.**  
High explosives have a detonation (explosive) rate of over 1000 meters a second. These types of explosives are consumed at extremely high speeds when ignited, therefore they explode, not burn. High explosives include TNT, RDX, Nitroglycerin, C-4 Plastic Explosives, Dynamite, etc..
3.     **Incendiaries.**  
Incendiaries are flammable liquids such as gasoline and kerosine. Typically the liquid itself is not flammable, but the vapor produced by the liquid, when mixed with air, is flammable. The vapors produced by these liquids will generally deflagrate (burn), not detonate (explode) when ignited.

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## Classification Of Explosive Devices

Explosive devices can be classified as follows:

- **Military Munitions.** These types of explosive devices are designed for military application. Military munitions include devices such as plastic explosives, hand grenades, land mines, rockets, aerial bombs, nuclear weapons, etc.
- **Improvised Explosive Devices ( IED ).** Improvised explosive devices are bombs created by individuals using any variety of components. Components can include military or civilian explosives, components purchased from hardware stores or manufactured by the bomber, etc.. These types of devices are commonly referred to as “homemade bombs”. This classification of explosive devices is used most frequently by terrorists, criminals or adolescents. The pipe bomb is an example of a typical IED and is the most widely used explosive device in the United States. The U.S. Bureau of Alcohol, Tobacco and Firearms statistics for pipe bomb incidents in the United States between the years 1991 and 1995 reflect the following:
  - Total number of pipe bomb incidents reached 4,046.
  - Actual pipe bombing incidents totaled 3,160 accounting for 78% of the total number of bombing incidents reported.
  - Attempted pipe bombing incidents totaled 886 accounting for 22% of the total number of attempted bombings reported.
  - A total of 43 individuals were killed and 339 individuals injured in these attacks.
  - The property damage created by these attacks totaled \$ 4,940,477.00.**( BATF Statistics )**
- **Incendiary Devices.** Incendiary devices utilize flammable liquids to create a fire. These devices generally do not explode, but ignite fire when the container of flammable liquid, plus an ignition source such as a flame, is ruptured by some mechanical force. This mechanical force could include throwing the device against a wall, smashing the device, etc. These devices are widely used in the United States by Arsonist or Criminals.
- **Remote Controlled Explosive Devices.** Remote controlled devices are bombs in which the bomber controls the time of detonation through some form of electronic transmitter. These types of devices are usually planted at a specific location in advance and then the bomber observes the location to determine the proper time to detonate the bomb.
- **Time Delayed Explosive Devices.** Time delay devices are bombs where the detonation is controlled by a timing mechanism such as a clock, timer or fuse. The time delay could be as short as a few minutes or as long as several months depending upon the type of time delay mechanism used. Time delay devices allow the bomber to place the device, escape the area and be far away when the device explodes.

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- **Booby Traps.** Booby traps are devices that are designed to detonate when handled. These devices are sensitive to motion or pressure and use components such as trip wires, vibration sensors, pressure sensors, etc. Booby trap devices are generally concealed or incorporated into another object which assist in the detonation process. A letter or package bomb designed to detonate while opening would be considered a “booby trap” device.
  - **Secondary Explosive Devices.** Secondary explosive devices are bombs placed at a location in addition to the main bomb. They are designed to detonate after the main bomb or after the main bomb has been removed, and when the area is considered safe. These devices are placed with the intention of killing or injuring personnel or emergency responders. Secondary devices are becoming more common in the United States and Fire and Police officials routinely consider their presence during a bomb situation.
  - **Binary Explosive Devices.** Binary devices are chemical bombs that detonate when two chemical substances are mixed together. The chemicals used to make the device are non-explosive by themselves, but when mixed together only then do they become explosive.



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## Components Of An Explosive Device

Explosive devices are composed of four components; an explosive, a detonator / initiator, a power source and a time delay. These four components combined make up the explosive device's "firing train". In some explosive devices, one component can perform several of these functions. An example of this is a standard thermal fuse. A fuse can detonate an explosive, it supplies power through a flame, and creates a time delay through the process of burning. The type of components used to assemble the device's firing train will be determined by the type of device, the type of explosive and the imagination of the bomb maker. The following are examples of each component of a firing train:

1. **An explosive.** The explosive material used in the device could be a low explosive, high explosive, flammable liquid, chemical or a combination of these.
2. **A Detonator or Initiator.** A detonator or initiator is a small explosive charge or heat source designed to detonate the main explosive. Common detonators / initiators are blasting caps made from low explosives or chemicals, fuses, flash bulbs, etc..
3. **A power source.** Power sources include flame, batteries, electricity or friction. This element usually supplies power to the detonator or initiator which ignites a high explosive or is applied directly to ignite a low explosive.
4. **A time delay.** Time delays include mechanical delay, thermal delay, remote control. Time delays can include burning fuses, timers, clocks, etc..

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## Effects Of An Explosive Device

When an explosive material is ignited, escaping gases produce an over pressure in the air which expands in all directions from the center of the explosion. This expansion of gases creates a wave (blast) of air which has a concussion (shock) effect. The wave of air produced by an explosive detonation can be hundreds of times more powerful than the wind produced by a hurricane. This effect is called “brisant” which means “shattering effect”. The faster an explosive detonates the more powerful the “brisance” or shock wave. Depending upon the type of explosive material, the shock wave produced by the detonation is capable of shattering a wide range of materials from glass to steel.

In addition to the damage produced by the shock wave, flying debris created by the explosion also presents a hazard. The force of the shock wave will shatter objects near the explosion, propelling fragments of these objects through the air at great speed. These flying fragments are often referred to as “shrapnel” which means “bomb fragments”. Shrapnel can also be produced from the device itself. These types of devices are known as fragmentation bombs. Fragmentation bombs are designed to propel small fragments of metal when detonated causing injury or killing persons struck by the fragments. These bombs are called anti-personnel devices and include fragmentation hand grenades, land mines, etc.. Terrorists or criminals will often surround an explosive device with nails or ball bearings to achieve a similar effect.

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## Identifying An Explosive Device

The type of components used to make a bomb or the way these components are assembled together will greatly depend on the bomb makers resources, skill and imagination. Bombs can be designed using a very complex array of components or be as simple as a stick of dynamite and a fuse. The bomb can be disguised to look like other objects or unconcealed and easily identifiable. There will be no way to predict the type of bomb that someone may use against your company or organization. In the context of a search following a bomb threat call, a searcher must concentrate on identifying objects which seem suspicious or out of place compared to the rest of the environment. Only a trained Explosive Ordinance Disposal (EOD) Technician should attempt detailed identification of an explosive device. Identification of a possible explosive device can be classified in the following ways:

### The Open Bomb

An open bomb is one in which the bomber has made no effort to conceal the device. Components of the device will be easily recognizable to the individual discovering it. These components could include:

Metal or plastic pipes	Wires	Clocks or timers
Batteries	Nails	Explosive material
Items taped together	Metal sheets	Electronic devices
Aluminum foil	Springs	Liquids or chemicals

These are just a few of the possible items that may be components of an explosive device. Remember, only trained EOD ( bomb disposal ) Personnel should attempt close or detailed inspection of any device that may be a bomb. Our responsibility is limited to the detection of a suspicious object, and notification to Law Enforcement officials.

### The Closed Bomb

The closed bomb is one in which the bomber has concealed the device inside something else. Individual components of the device will not be seen by the searcher. You would have to rely on other clues such as the object's location, smell, sounds it produces, descriptions given in the bomb threat call, etc.. Because the device has been concealed, a positive identification will likely be impossible without the use of equipment such as x-ray machines.

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## Methods Of Bomb Delivery

Bombs can be concealed and delivered to a facility or event in a variety of ways, making the bomb one of the most desirable criminal or terrorist weapons. Bomb concealment is limited only by the bomber's imagination, and bombs have been concealed as the following items:

Mail or packages	Flower pot or planters	Electronic equipment
Telephones	Radios and tape players	Books
Briefcases	Candy or candy boxes	Shopping bags
Cars or trucks	Lunch boxes	A child's toy

Methods of bomb delivery include:

1. **Bombs delivered by an individual.**

- Carried into a facility by an employee, visitor or vendor. This method would include devices concealed in briefcases, luggage, shopping bags, lunch boxes, or worn on the individual.
- Pre-positioned at a facility or event. This method includes devices planted at a facility during non-working hours or prior to a special event. The individual placing the device must have advance access to the facility to accomplish this.
- A device could be carried into a facility by an individual unknowingly. Terrorists often use unsuspecting persons to deliver an explosive device to a facility, or carry them onboard an aircraft.

2. **Bombs entering as mail or packages.**

- Daily mail deliveries.
- Parcel deliveries.
- Gift or flower deliveries.

3. **Bombs entering as supplies.**

- Devices concealed in routine supply deliveries.
- Devices concealed in supplies entering with vendors or contractors.

4. **Bombs entering in vehicles.**

- Devices planted in vehicles left in parking areas.
- Devices planted in vehicles and then parked on the street in front of the facility.
- Direct attacks by suicide vehicle bombers.

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5. **Airborne bomb delivery.**

- Devices dropped from aircraft.
- Devices thrown at the facility.
- Devices such as rockets launched towards the facility.

6. **Waterborne bomb delivery.**

- Devices delivered by boat.
- Devices delivered by swimmer.
- Devices floated to the facility.

The method of bomb delivery and the degree to which a bomb must penetrate a company's defenses will depend largely upon the bomber's objective, target, resources, skill and imagination. If the bomber's objective is to make a political statement by detonating an explosive device on a target company's property, it may only be necessary to penetrate the company's parking lot. However, if the objective is to kill or injure a specific individual within the company, the bomber must devise a way to insure that the bomb reaches the intended target. This second scenario would require the bomber's attack to penetrate much deeper inside the company in order to fulfill the objective.

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## **Developing The Bomb Security Plan**

Bombings or bomb threat incidents have the same effect on an organization as many other disasters. Potential for injury or loss of life, property damage, feelings of fear and panic among employees are all products of these types of incidents. When confronted by incidents such as bombings or bomb threats, employees need to be able to turn to management for support, direction and leadership. In the face of these incidents management must act quickly to fulfill these obligations and establish control of the situation. Therefore, management must take the lead and be actively involved in all aspects of developing an effective bomb security plan.

Management will always bear the burden of responsibility with regards to development and administration of the bomb security program. Whether its allocating funds for equipment purchases or risk analysis studies, delegating responsibilities along the chain of command, authorizing overtime for employee training and program testing or decision making during an actual incident, management must always take the lead. How an organization develops its individual bomb security plan will depend upon the organizations size, resources, risk factor, management structure, location, etc. All of these factors play a part in how an organization develops and maintains their own unique plan for handling bomb or bomb threat incidents. The following points should be considered by management when developing the plan:

- Management must be actively involved in all aspects of the plan. If employees sense management is uninterested in the program, how interested are they going to be?
- All plans which are established must stress the issue of safety at all times.
- Management should conduct analysis to determine the organizations risk exposure to bombings and bomb threats. Only then can it be determined what steps must be taken to reduce the threat.
- All aspects of the plan should be developed in writing. Detailed instructions for incident preparedness, response and recovery must be created. The plan must be created in a format and use language which can easily be understood by everyone in the organization.
- All employees should receive training in the plan and thoroughly understand the overall goal of the plan. The plan should be tested periodically to insure that the procedures work.
- The plan should stress a teamwork approach.
- The plan should be integrated into existing disaster preparedness planning, as well as existing physical security programs.
- A management official with decision making authority should be present at the facility to administer the plan at all times.

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- In large organizations, consideration should be given to creating a crisis management team for handling these incidents as well as other disasters. The concept of the crisis management team, which is also referred to as an “incident management team”, is an excellent way for an organization to establish command and control during disaster incidents.
  - It should be understood that development of a bomb security plan will not guarantee protection against a bomb attack. What the development of a bomb security plan does, is establish preventive measures which should reduce the risk of bomb related attacks. Organizations must understand that an individual who is truly committed to attacking that organization with a bomb, may be difficult to stop. Bombers, like most other criminals, have several things which give them an advantage over their targets. Some of these advantages are as follows:
    - The bomber knows in advance who the target is going to be.
    - The bomber has time to develop a plan, gather information, conduct surveillance of the target and obtain the necessary equipment for the attack..
    - The bomber decides when to attack. There are 24 hours in a day to chose from.
    - The bomber decides how to conduct the attack.
    - The bomber chooses the place the attack will occur.
    - The bomber decides what type of explosive device to use and the method of delivery.
  - The plan should include the integration of all departments within the organization and /or tenants occupying space in the building.
  - The plan should include the integration of response services such as Law Enforcement, Fire Department and Emergency Medical Services.
  - If an explosive device detonates at the facility, effectively interrupting the organization’s operation, contingency plans for operational recovery should be created.
  - Plans should be created to provide information to the news media during an incident.
  - Plans for handling legal issues after a bombing incident should also be considered.

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## Assessing The Risk

To develop a comprehensive bomb security plan an organization must evaluate their risk for a potential bomb attack. This evaluation is known as a vulnerability study or sometimes called a threat analysis. Every organization will have a different level of risk to a bomb attack and that risk is based on many variables which are unique to that organization. Consideration must be given to issues such as the organization's history of violent incidents, its political or social standing in the community, the type of products or services provided, etc. The following are some key points to consider when evaluating the level of risk present in an organization. Any one of these points in and of itself may not increase the organization's risk level, but combinations of many of these points may.

- Does the organization operate facilities in countries that are currently experiencing terrorist activity?
- Is the organization involved in governmental politics on the local, state or federal levels?
- Does the organization support political or social causes which may make them the target of "hate groups" or "single issue terror groups"?
- Is the organization involved in labor disputes or negotiations?
- Has the organization received bomb threats or experienced bomb incidents in the past?
- Does the organization manufacture, sell, transport or support equipment or arms for the military?
- Is the organization a government contractor?
- Have leaders of the organization made public statements regarding sensitive social issues?
- Have leaders of the organization made public statements denouncing terrorism or terrorist groups?
- Is the organization involved in research which may make them the target of "hate groups" or "special interest terror groups".
- Has the organization recently downsized or closed facilities?
- Has the organization been the target of terrorist violence in the past?



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## Who Is A Target?

Any individual or organization can become the target of a bombing incident. The problem exists with trying to predict when, where and who will be the next victim of a bombing incident. Trying to predict a bomb attack is virtually impossible because only the bomber knows when, where and against who the attack will be directed. How then does an organization plan for a potential bomb attack? Unless the organization has a history of this type of violence, preparedness will have to be based on individual risk factors present within the organization along with the study of historical incidents among similar targets. The following statistics represent the total number of bombing incident by type of target occurring in the United States between the years 1991 and 1995. Total incidents along with percentages are included:

Target	Incidents	Percentage
Mail Boxes	3,670	27%
Residential Homes	3,292	24%
Vehicles	1,841	13%
Commercial Establishments	1,697	12%
Open Areas	793	6%
Educational Facilities	639	5%
Public Utilities	145	1%
Law Enforcement Facilities	132	1%
Local / State Government Facilities	207	2%
Federal Government Facilities	51	0.4%
Banks	86	1%
Military Facilities	23	0.2%
Airports and Aircraft	10	0.1%
Apartment Facilities	369	2.7%
Religious Facilities	63	0%
Energy Facilities	22	0.2%
Public Parks	171	1%
Medical Facilities	49	0.4%
( BATF Statistics )		

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## **Target Selection**

How does the terrorist or criminal select a potential target? The first thing that must be kept in mind is that a target is not selected by accident. It may be true that a particular organization is chosen at random to be the victim of an attack, but not by accident. Bombs do not accidentally end up in buildings, unless the terrorist delivers them to the wrong organization which doesn't occur often. Bombings are planned incidents perpetrated by individuals or groups motivated to carry out such an attack. So how are targets selected?

Several factors are involved in the process of selecting a target. One of these factors is motivation. The motivation behind a bombing incident originates in the mind of the bomber. The motivation could be based in revenge or due to some political or social issue. The motivation behind a bombing incident may not be known until the bomber is apprehended, unless the bomber has communicated the reason to the organization before or after the incident. The following are scenarios which could contribute to a bomber's motivation.

### **A relationship exist between the bomber and the organization:**

- The bomber may be an employee or former employee of the organization seeking revenge due to a grievance.
- The bomber may be a disgruntled customer or vendor seeking revenge for some real or imagined wrong inflicted upon them.
- The bomber may be a mentally disturbed individual who believes there is a personal or professional bond between them and the organization. In these cases, executives of the organization may also be the target of stalking.

### **The organization has been targeted for political or social reasons:**

- The bomber may be an individual or member of a group that disagrees with the organization's type of business, or political or social position in the community.
- The bomber may target the organization for symbolic reasons or to bring attention to a specific cause.

### **The motivation for the bombing is financial gain:**

- The bomber has plans to extort money from the organization.
- The bomber's attack on the organization is a demonstration of personal expertise in the hopes of gaining entry into or support from a terror group.
- The bomber is a business competitor attempting to destroy or disrupt the organizations operations.

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**The organization is the target of vandalism:**

- An individual bombs the organization for no other reason than to create damage.
- The bomber may suffer from a psychological condition such as pyromania.

The following statistics reflect the total number of bombing incidents by known motive occurring in the United States between the years 1991 and 1995.

Motive	Total Number Of Incidents
Vandalism	4,965
Revenge	1,261
Protest	69
Extortion	152
Labor Related	55
Insurance Fraud	11
Homicide / Suicide	113
<b>( BATF Statistics )</b>	

In addition to motivation, there are several other elements which contribute to the process of target selection. These elements make up the basic criteria used by terrorist and criminals for selecting targets in most situations. These elements are:

- **Suitability.** The target selected must be suitable for the attacker's needs.
- **Accessibility.** The target selected must be accessible to the attacker.
- **Vulnerability.** The target must be vulnerable to the attack.
- **Risk To Attacker Is Low.** Can the attacker escape after the attack?

After a decision to attack is made and the target selected, there are several phases that a terrorist or criminal may go through prior to the attack. Together these phases will make up the overall plan for the attack. The degree of emphasis placed on each phase will depend upon the individuals, prior knowledge of the target, skill, resources, type of attack, etc.. These phases are:

**Intelligence Gathering Phase.** Information regarding the target will be necessary in order to formulate a plan of attack. If the bomber does not have prior knowledge of the target, this information must be collected. The type of information needed will depend on the type of attack and could include the layout of the property, layout of the building, type of security and security procedures used, personal background of executives, hours of operation, etc.. This information can be obtained from a variety of sources including open sources within the business community, physical and photographic surveillance, wiretapping, etc.

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**Equipment Gathering Phase.** The bomber must obtain the supplies necessary to construct and deliver the explosive device.

**Assembling The Plan.** After all information and equipment necessary for the attack has been collected, the final plan is then created.

**Rehearsal Phase.** Once the plan is created, the bomber may feel the need to rehearse the method of attack and the means of escape.

**Operational Phase.** In this phase, a time and date for the attack is chosen and the attack is carried out.

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## **Access Control**

Access control is an important aspect of a comprehensive bomb security program. The goal of access control is to keep an explosive device from entering a facility in the first place. By controlling persons and property entering the facility, we limit our risk to a bomber's attack. All persons entering the facility must be verified as employees, vendors, business visitors or members of the public. A registration procedure should be established to keep an accurate record of persons visiting the facility. Some form of identification badge system should be maintained for all employees and visitors. Consideration must also be given to installing a video monitoring system (CCTV) in lobby areas or entrance ways.

In addition to controlling persons entering the facility, all items carried into the facility by an individual should be subject to search. Depending upon the level of risk confronting the organization, consideration should be given to the use of metal detectors and/or x-ray devices to screen personal items entering the facility. If the expense of these devices is an issue or the organization is not large enough to justify their purchase, visual searches should be conducted. The organization should establish policies and procedures for controlling the items entering with personnel. An example of this would be a procedure that requires all visitors entering with personnel items, such as briefcases, to sign those items in on the register when entering. Upon exiting the facility visitors must show that they are in the possession of the item listed on the register. Another procedure that is useful is to insure that all visitors are escorted throughout the facility during their visit.

All mail or supplies entering the facility must also be inspected and verified as legitimate deliveries before being allowed to enter. Mail room and supply personnel should be trained in procedures for detecting letter and package bombs in addition to general access control procedures. A procedure for deliveries arriving after hours should be established. Employees, housekeeping personnel and security officers working after normal business hours must be instructed when and when not to accept an after hours deliveries.

A procedure should be created to identify vehicles parked at the facility. This could be accomplished by establishing a parking permit system which identifies employees, as opposed to visitors and vendors. Consideration should be given to designating specific parking areas for employees and visitors. CCTV can be employed to monitor vehicles entering and exiting the parking areas. Security patrols should be utilized to routinely inspect parking areas and enforce parking procedures.

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## **Physical Security**

In addition to access control procedures, physical security measures are also important in reducing the risk of a bomb attack. Perimeter fencing, if used, should be in good condition and inspected routinely to insure that it remains in good condition. Perimeter fences should be of sufficient height and fence topping should be angled inward 45 degrees to add a degree of difficulty in climbing. The bottom of perimeter fences should be buried in the ground several feet to make it more difficult to dig under them. The perimeter should be reinforced with lighting during the night time hours and consideration should be given to installing close circuit television ( CCTV ) for surveillance of the perimeter.

Entrance and exit doors should be equipped with security locks and a procedure for the locking and unlocking of doors should be established. Emergency exit doors should be equipped with locks that allow for exiting in an emergency, but restrict entry from the outside. Consideration should be given to alarming emergency exit doors. A key control system should be established and detailed records of all persons issued door keys should be maintained.

To reduce the risk of vehicle bombings, consideration should be given to establishing procedures that restrict parking in areas close to the building. This can be accomplished by designating areas directly around the building as “no parking zones” or “fire lanes”. Barricades such as steel bollards, large concrete barriers or planters can be placed at building entrances or around building perimeters to keep vehicles from being driven up to or parked next to the building.

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## News Media Relations

If your organization is involved in a bombing incident, you should expect the event to be covered by the news media. Handling the press may not always be an easy task, but one which is necessary. The first step in developing effective news media relations is understanding the function of the press. Simply put, the press has the job of reporting the news to the public. The news is a 24 hour a day business in the United States encompassing television, radio, newspapers and magazines. News agencies and their reporters are constantly searching for stories that may interest or inform the general public. Incidents of violence, crime or terrorism generally end up as headline stories in all forms of the press. If an organization becomes the target of a violent incident, they should expect to be the next day's news. With this reality in mind, organizations that don't plan for news media relations are doing themselves a great disservice. The following are issues to consider when developing policies or plans for news media relations:

- All statements should be released by the organization's management. If the organization has a public relations department a representative from that department should issues statements. Employees and supervisors should refrain from giving interviews unless authorized by management.
- When issuing statements to the press, always tell the truth. Never lie to the press.
- It should be remembered that press officials are not granted any special rights to enter on private property, remain on private property or force persons to make statements. If press officials have entered the property and are unwanted, simply ask them to leave. If they do not honor the request, notify Law Enforcement.
- Never threaten, push or strike a member of the press. Never place your hand over the lense of a news camera, grab a news camera, etc.. If you do not want to make a statement at that time, simply don't.
- If interviews are granted by management, they should take place somewhere away from the confusion of the event.
- Only speak with accredited members of the press. Ask for identification if unsure.
- Issue written statements when possible. This method will afford management more time to deal with the incident and not require them to speak to the press every time information is updated.

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## **Housekeeping**

Good housekeeping is an important consideration in the context of a bomb security plan. Housekeeping will have a direct effect on certain aspects of the plan such as searches and evacuations. Employees should be trained to keep work areas free of unnecessary objects or items such as unneeded furniture, boxes, trash, etc. This will allow for a more effective search of work areas. Hallways and stairwells should be kept clear of any obstructions making searches or evacuation through these areas more effective. In public areas, unnecessary furniture or objects should be removed or kept to a minimum. This will limit the available means to conceal an explosive device. If the organization maintains a housekeeping department, personnel within the department should be integrated into the overall bomb security plan. Housekeeping personnel, in addition to all other employees, should work together to achieve a safe, organized workplace.

## **Post Incident Evaluation**

After an organization has been involved in a bombing or bomb threat incident, a post incident evaluation should be conducted to analyze the overall effectiveness of the bomb security plan. All information regarding the event should be reviewed including:

- How the incident occurred.
- Effectiveness of search operations.
- Effectiveness of evacuations.
- Communications during the event.
- Review of critical decision making.
- Effectiveness of operational safety.
- Review of overall event management.
- Effectiveness of equipment performance during the event.
- Performance of personnel; teamwork, leadership, professionalism, etc..
- Effectiveness of inter-departmental coordination.
- Effectiveness regarding the coordination with outside agencies.

The purpose of evaluating this information is to determine whether or not improvements should be made to the bomb security plan. A specific team should be designated to review the post incident information. Once the review team has completed their evaluation of the event, a report containing the findings of that evaluation should be prepared for management. This report should give management the necessary information needed to make decisions regarding improvements to the bomb security plan.



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## **Letter And Package Bombs**

Incidents of explosive devices arriving as mail have been occurring in the United States since the end of World War I. Utilizing mail or package services as a method of bomb delivery is a desirable tactic for terrorists or criminals for several reasons. Sending a bomb through the mail allows the bomber to attack a target over great distances without personally traveling to the target's location. No potential target is outside the reach of mail or package services. In addition, utilizing the mail as a delivery method reduces the bombers risk of capture, especially if package re-mailing or forwarding services are used by the bomber.

This method of bomb delivery also presents some risk for the bomber. Once the bomb is mailed, the bomber loses control over what happens to the device. The device could be discovered during handling by postal employees, could detonate prematurely killing or injuring the wrong people, or because of some problem with the package, be returned to the bomber undelivered. Even if the bomb reaches its intended target, modern forensic and investigative techniques utilized by Law Enforcement agencies may be able to connect the device to the bomber. But even with these risks, mail bombing still remains a viable tactic for terrorist and criminals who choose to use bombs as a weapon. Since mail bombing is a viable tactic which can be used against an organization and its personnel, counter-tactics should be utilized by an organization to reduce the risk of its occurrence.

### **Personnel Screening Mail**

All personnel responsible for processing mail at the organization should be instructed how to handle a possible mail or package bomb situation. This should include persons working in the mail room, persons who deliver mail throughout the building and all secretaries. All training should stress preparedness and not fear. The following points must be considered when establishing mail screening procedures:

- All instructions regarding mail bomb procedures must be written in easily understood language.
- All personnel processing mail should receive these written instructions.
- Copies of these instructions should be maintained in the mail room.
- Instructions for recognizing suspect mail should be posted in the mail room.
- If inspection equipment is used to screen the mail, all personnel must receive adequate training in the operation of such equipment.
- It must be remembered that personnel may encounter mail which may have signs associated with a letter bomb, that turn out to be false. False alarms should not be a source of embarrassment for the employee.
- Training should be on going and include periodic verbal testing of employees, along with emergency action drills to test readiness.

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## **Mail Room Security**

The screening of mail and packages should occur in an area specifically designated for that purpose. The following should be considered when setting up a mail screening area.

- The area or room used for screening mail should be located away from other workers in the building.
- The area or room should not be located above or below any other work areas.
- Equipment and furniture should be kept to a minimum to limit damage from bomb blast effects.
- If mail inspection devices are used, they should be located in the area or room.
- The area or room should be located on a ground level floor near an outside exit.
- Depending upon limitations, consideration should be given to the possibility of a mail screening area located outside the building or off the property.

## **Mail Screening Equipment**

There is a variety of inspection equipment available to assist personnel with the screening of mail. This equipment includes metal detectors, x-ray machines, explosive vapor detectors, and bomb sniffing dogs. This equipment ranges in size from small portable units to large stationary devices, such as the walk-thru metal detectors seen in airports. In addition, some of this equipment can be very expensive to purchase and maintain. An organization should thoroughly evaluate its risk of mail bombings before investing money in any expensive inspection equipment. Consider the following:

- An organization should utilize a realistic approach to matching the amount of equipment needed to the level of threat present. If the organization receives bomb attacks or bomb threats on a routine basis, it may be wise to invest in inspection equipment. However, if the organization has never received a bomb attack or bomb threat, it may be more difficult to justify such equipment. Each organization must decide for its self the level of security needed and those decisions must be based on factual analysis of the threat being confronted, not fear and hype.
- Inspection equipment can function in a dual role. Equipment such as x-ray machines and metal detectors can also be utilized for access control measures. This type of equipment can be placed at entrance points to screen people coming into the facility. In this capacity the equipment serves multiple functions and may make it worth the investment.
- Before purchasing inspection equipment, evaluate what is required in the operation of such equipment. Personnel to operate the equipment, maintenance, and the way the equipment is to be utilized are all factors that should be considered prior to purchasing. Evaluate all pros and cons of the issue.
- Bomb dogs will probably be the most expensive of all inspection equipment. Dogs are

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extremely accurate at detecting explosives, as well as drugs. However, dogs require more daily maintenance; a handler, trainer, boarding, food and water, etc. Dogs can also function in other security roles as well, making them a versatile addition to a security program.

### **Recognition Clues For Letter or Package Bombs**

The early detection of a letter or package bomb, before it reaches the intended recipient, is the goal of a mail bomb security program. Mail room employees, or others which process the mail, should do so using caution and an established screening procedure. Individuals processing the mail should sort and inspect mail in a manner that allows them to pick up on the recognition clues or “warning signs” of a potential mail bomb.

Recognition clues are abnormalities in letters and packages that raise suspicions that the letter or package may be something other than what it seems. These recognition clues have been assembled from evidence in previous letter and package bomb incidents. Letter and package bombs can be designed in any number of configurations and contain a variety of components. The way in which letter and package bombs are designed generally contributes to the type of recognition clues which may be present. Mail bombs may have one or more visible recognition clues. However, it must also be said that letter and package bombs may not have noticeable recognition clues. A letter or package bomb may appear to look like any other piece of business mail.

Individuals sorting and inspecting mail should look for these recognition clues no matter what the source of the mail. One clue found on a piece of mail may not be enough to justify suspicion, but multiple recognition clues on a single item of mail should raise suspicion greatly. The following is a list of known recognition clues:

1.     **Foreign Mail**  
Letters and packages arriving from foreign countries. This may be indicated by the return address, foreign post marks or stamps. Does the company normally send or receive mail from other countries? Is the individual or company sending the letter or package known?
2.     **Out Of State Mail**  
Letters and packages arriving from other states within the U.S. Does the company normally send and receive mail from other states? Is the individual or company sending the letter or package known?
3.     **Special Deliveries**  
Deliveries from parcel services, courier services, private companies, deliveries of flowers or gifts, or other such hand deliveries should be verified as legitimate deliveries.
4.     **Abnormal Deliveries**  
Deliveries left during non-working hours. Deliveries arriving late at night. Deliveries by persons who do not appear to work for a parcel service or claim to be a friend of an employee

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working for the company.

5. **Professional Packaging**

There is generally a visual difference between letters and packages sent from corporations and those sent from the general public. If the labeling states the package is from a corporation the packaging should reflect a professional appearance.

6. **Restrictive Markings**

Markings such as “Personal”, “Confidential”, “Private”, or other such wording. Words like these suggest the envelope or package should only be opened by the person to whom it is addressed.

7. **Addresses Hand Written Or Poorly Typed**

Letters and packages arriving from corporations normally contain professional labeling.

8. **Incorrect Titles**

The titles of company officials are listed incorrectly on the envelope or packaging. This may demonstrate a lack of knowledge of the company’s corporate structure.

9. **Titles But No Names**

Letters or packages listing a company official by title only.

10. **Misspellings**

Misspellings of common words, addresses, states, etc. This suggest a possible difficulty with the English language or that the item was not mailed by a corporation

11. **Oily Stains Or Discoloration On Packaging**

Envelope or packaging has stains, discoloration or is damp to the touch.

12. **No Return Address**

No return address is listed on the envelope or packaging. Legitimate business correspondence normally has a return address listed.

13. **Excessive Weight**

Envelope or package weighs more then it should for its size. The weight of the letter or package arouses questions as to the contents. The letter or package weighs more than it could if it contained only paper.

14. **Excessive Postage**

Envelopes or packages affixed with more then the required postage. Excessive postage would be used to insure that the letter or package was delivered. Odd combinations of postage stamps or foreign postage stamps may be a clue.

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15. **Rigid Envelope**  
Envelopes feel stiff, rigid, contain heavy cardboard, metal or plastic rods or other objects meant to keep the envelope from bending. These types of reinforcements may be used in an attempt to prevent the device from being damaged during shipment.
  16. **Package Is Uneven Or Lopsided**  
Weight or contents of the envelope or package is unevenly distributed or feels lumpy. Bomb components can come in a variety of shapes, sizes and weights and the combination of components could create this uneven or lopsided effect.
  17. **Protruding Wires Or Aluminum Foil**  
Wires or aluminum foil protruding from envelopes or packaging should be considered suspect.
  18. **Excessive Securing Material**  
Envelope or package is sealed with an excessive amount of tape or string. The amount of sealing material seems odd compared to the size or weight of the envelope or package. The package has been sealed in a manner that would prevent it from being accidentally opened.
  19. **Visual Distractions**  
Packages wrapped as Christmas presents, have other holiday markings, packaging contains drawings, symbols or stickers, etc.
  20. **Package Has Strange Odor**  
The envelope or package emits a strange or chemical smell.
  21. **Sounds Coming From The Package**  
Sounds of ticking, buzzing, clicking or any other strange noises should be considered suspect. They may be noises from a timer or clock attached to the device.
  22. **Inner Enclosures**  
When the package is opened an inner (secondary) enclosure is found.

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## **Discovering A Suspected Mail Bomb**

When a piece of mail has been determined to be suspicious, the primary concern should be your personal safety and the safety of your co-workers. No further action should be taken to deal with the item beyond its discovery. The fact that the item has not detonated should not be a reason for further risk to personal safety. Law Enforcement agencies employ personnel trained to handle such situations and they should be notified at once. When a suspicious item of mail is discovered, the following action should be taken:

- Remain calm.
- Set the item down immediately.
- Don't handle or move the item. Don't cover the item. Don't place the item in water.
- Don't attempt to carry the item outside.
- Don't permit others to handle the item.
- Notify management and co-workers of the discovery.
- Evacuate the area.
- Once the area has been evacuated, do not permit re-entry to the area.

When Law Enforcement officials arrive, provide information regarding the location and description of the item, along with what action has been taken.

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## Bomb Threats

Bomb threats occur on a daily basis throughout the United States and have done so since the creation of the bomb itself. No company or organization is immune from the risk, no matter what security measures they employ. A bomb threat can occur at any hour of the day, any day of the week. This fact makes the bomb threat one of the most cost effective tactics of psychological terrorism. For a 35 cent investment in a telephone call, a terrorist or criminal can hold a organization hostage for a few hours. Panic, fear, disruption of normal activities, lost production time, lost revenues, weakened trust in the organization are all products of the well placed bomb threat. The effects of the bomb threat far exceeds the time and effort it took to make the threat. That's what makes it an attractive weapon in any terrorist's or criminal's arsenal.

### Bomb Threat Classifications

Bombs threats can be delivered several different ways; telephoned, written, emailed, or recorded on audio or videotape. In some instances, a threat to your company or organization could be delivered to police or a news agency instead of the company or organization itself. While the vast majority of bomb threats occurring in the United States are delivered via telephone call directly to the target, these other methods have been employed on occasion and should not be overlooked in the context of a comprehensive bomb security plan. Trying to accurately predict which method of threat delivery will be used against your company or organization is impossible. An effective plan should incorporate contingencies to deal with a variety of bomb threat scenarios.

No matter which method is employed to place the bomb threat, it must be remembered that all threats are serious and should be considered real until proven otherwise. Don't be lulled into a false sense of security just because most threats are hoaxes. All bomb threats must be evaluated as an individual event. Information from the threat must be collected and thoroughly examined in order to determine what course of action to take with regards to conducting searches or evacuations. To assist with evaluating bomb threats, we will classify them two ways:

1. **Specific threats.** A specific threat is one in which a caller or threat provides specific or detailed information about a bomb and/or specific or detailed information about the company's operation or layout. The information will be presented in a way which will lead you to believe the threat is real. The more detailed the threat, the more creditable it is.
2. **Non-specific threats.** A non-specific threat is one in which a caller or threat provides little or no specific or detailed information about a bomb and/or the company's operation or layout. The threat won't contain enough information to make a proper evaluation as to whether the threat is real or a hoax.

Trends in bombings and bomb threats differ between the United States and Europe or the Middle East. In the United States, statistics point out that as many as 99% of all bomb threats are hoaxes. Meaning that no bomb is found in conjunction with the bomb threat. The bomb threat itself was the

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event. In Europe and the Middle East, a bomb detonates killing or injuring people and damaging property, and then a call is placed claiming responsibility for the bombing. The differences in these trends can be attributed to the motivation behind the bombing or bomb threat.

## **Threat Motivation**

The motivation behind bomb threats is similar to the motivation behind actual bombings. These motivations could be political, financial or revenge oriented. No matter what the underlying motivation for the threat, the outcome is the disruption of normal activities and the instilling of fear. For the purpose of analysis, we will classify motivations as follows; political, revenge, financial, pranks or other.

### **1. Political motivation**

Threats of this nature have a foundation in a political agenda. The goal of the threat is to disrupt activities, create panic or fear, and bring attention to some political or social issue. The threat is meant to bring about changes in social activity, laws or corporate policies and practices. Threats of this type are usually perpetrated by terrorists or social activists to further their group's cause. Threats of this type may occur frequently against a target if the intended goal of the group is not met. Threats of this motivation can also be directed toward individual members of a target company or organization. Individuals employed by the target may get bomb threats at their personal residences or at the residences of family members. Special events being sponsored by the target can also be exposed to the risk of a bomb threat.

### **2. Revenge motivation**

Bomb threats motivated by revenge make up the largest percentage of overall threats. These types of threats can be perpetrated by employees, members of an employee's family, customers or vendors who have a grievance against a company or organization. These grievances motivating the threat may be real or imagined and could include, but are not limited to:

- Employees involved in labor disputes.
- Employees who have been disciplined or terminated.
- Employees who believe they have been wronged or treated unfairly in some way by the company or organization.
- Customers who believe they have been wronged by the company or organization, or its products and services.
- Vendors who believe the company or organization has treated them unfairly or owes them money.
- Domestic difficulties between employees and their families.
- Social or political activist groups who do not agree with the company's or organization's services, products, policies, etc.



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3. **Financial motivation**

Threats motivated by financial gain include:

- Threats which ask for the payment of a ransom or attempt to extort money from the company or organization.
- Threats made by business competitors. The motivation could include the interruption of production operations, threats delivered during important meetings, threats delivered prior to special events, conferences or grand openings. The goal is to damage the target company or organization financially.

4. **Pranks**

Threats made by adolescents or mentally ill persons as a joke against the company or organization. This type of threat could be directed toward a company or organization known to the individual or one chosen at random.

5. **Other motivations**

- The person making the threat has knowledge of the existence of a bomb and wants to limit injury to others.
- Threats can be made in order to test a company's response plan or security procedures. The goal would be to learn what the response plan was and how best to defeat it.
- Copycat threats can occur if news reports of a company's bomb threat incidents are published in the press.
- Multiple threats occur at different companies at the same time. The goal may be the distraction of Law Enforcement and/or Fire Department officials.

**Receiving A Telephone Bomb Threat**

Receiving a bomb threat over the telephone can be a stressful situation. The bomb threat call will usually come without warning and require immediate action on the part of the person handling the call. No matter how much training you've received in handling these calls, each threat will be unique and require your complete attention. While it is true that the vast majority of telephoned bomb threats are hoaxes, they must be considered real until proven otherwise. Being on the receiving end of a bomb threat call will demand the use of all of your interpersonal skills, as well as, your professional telephone skills. Concentration, professionalism, active listening, note taking and asking questions will all be necessary if one hopes to obtain all possible information from the caller. The following is a list of important points to remember if you receive a bomb threat call:

- **Remain calm and in control.** Panic and fear can interfere with your ability to concentrate and in turn cause you to miss valuable information the caller may have to offer.

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- **Don't hang up, transfer the caller or place the caller on hold.** This may be the only contact the caller will have with the facility. If you hang up on the caller, they may not call back. If you transfer the caller or place the caller on hold, they may not be there when the line is picked up again.
  - **Signal a co-worker to listen in on another extension.** The co-worker may pick up on information you miss during the call. If a co-worker does listen to the conversation over another extension it is important that they take notes and not speak to the caller. If two people are speaking to the caller at the same time, it may confuse or anger the caller or be consider as a lack of respect.
  - **Signal a co-worker to notify security or management.** If is important to initiate the bomb threat response plan as soon as possible.
  - **Use all your telephone etiquette skills.** Be polite and treat the caller with respect. Don't talk with others around you while on the line with the caller. Don't become angry, degrade or verbally abuse the caller. Angering the caller may cause them to terminate the call before the necessary information can be obtained.
  - **Keep it conversational.** Try to get the caller to talk and keep them talking as long as possible. The more the caller talks, the more information you'll be able to get. This may require you to talk also. Ask questions. Obtain as much information as you can.
  - **Obtain all important information.** While all information given by the caller is important, the three most important pieces of information to obtain are:
    - **WHERE IS THE BOMB?**
    - **WHEN WILL IT EXPLODE?**
    - **WHAT DOES THE BOMB LOOK LIKE?**

If the caller does not volunteer this information, ask for it. Unless you are able to obtain this information, little can be done to respond to the threat. When you obtain this information, repeat it back to the caller to insure it is correct.

- **Record the call if possible.** If your company has the ability to record telephone calls, then do so. A tape of the call could assist Law Enforcement officials with their investigation.
- **Take notes during the call.** Write down everything the caller says. Have a bomb threat checklist at your desk at all times.

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- **Pay attention to background noises on the telephone.** Listen for music, sounds or any other noises that could give a clue to where the call is coming from.
  - **Pay attention to the caller's voice.** Does the caller have an accent or speech impediment. Is the caller male or female. Does the caller sound like an adult or child. Does the voice sound familiar.
  - **If the caller asks to speak to a specific person, allow him to do so.** Have the individual brought to you. Stay on the line with the caller and attempt to gather information. When the other individual arrives, allow them to speak with the caller and you remain listening on another line. Remember only one person speaks to the caller at a time.

### **Written or Taped Threats**

Receiving written bomb threats, threats via email, video or audio taped threats should be included in the bomb security plan. These types of threats should be handled in the same manner as a telephoned bomb threat. The information contained in the threat must be evaluated to determine whether it is a specific or non-specific threat and appropriate action taken. Just because the threat is arriving by means other than the telephone it should not be considered any less serious. All written or taped threats should be given to Law Enforcement officials for further investigation. Copies of all non-telephoned bomb threats should be maintained at the facility for future reference.

### **Bomb Threat Checklist**

A bomb threat checklist is a typed form used to record the information given during a telephoned bomb threat. One of these forms should be maintained at the desks of personnel likely to receive a bomb threat call. These personnel would include security officers, receptionist, secretaries or anyone else who answers the organization's telephones. It is ideal to have the bomb threat checklist form printed on colored heavy stock paper so it can be easily identified in an emergency. After the bomb threat call has ended, the information collected on the checklist will then be used by management to initiate the bomb security plan. The information collected on the checklist will most likely be used by Law Enforcement in their investigation of the incident.

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## **Search Operations**

Searches are the detailed inspection of an area in an effort to find or discover something. In the context of a bomb threat incident, the goal of the search would be to determine whether or not a possible hazardous device is present. Clarity regarding the goal of the search is of primary importance in this type of search operation. Searchers must understand that they are searching for suspicious items or objects, not bombs. A search may have been initiated in response to a bomb threat, but no one can accurately say whether or not a hazardous device truly exists until a search is conducted. There is no way to determine in advance what a device may look like, even if a description has been stated in the threat. The search operation must stress the identification of items or objects that seem unusual, out of place or contain components commonly used in explosive devices. Once these suspicious items or objects have been located, Law Enforcement officials can then conduct operations to search, identify and dispose of the item or object.

### **Developing A Search Plan**

All search operations must be systematic and thorough if they are to be effective. The key to an effective search operation is advance planning. Plans for conducting searches should be included in the organization's overall bomb security program. The plan should be written and should identify all aspects of the search operation including :

- The overall structure and objectives of the search.
- Responsibilities of search teams, search supervisors and management.
- The areas to be searched must be identified in advance. This can be accomplished through the use of diagrams of the building's floor plan.
- Equipment and communications.
- Procedures for discovering a suspicious item.
- Operational safety.

All members of the organization with search responsibilities should receive training in the search plan. Periodic testing of the plan should also be conducted to insure the plan's effectiveness.

### **Defining Search Areas**

When conducting search operations it will be necessary to include both interior and exterior areas of the facility in the plan. Interior searches concentrate on those areas located inside buildings and exterior searches concentrate on the grounds surrounding the buildings. The techniques utilized to search both differ slightly, but the objective remains the same: the location of suspicious items or objects.

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## Interior Searches

Interior searches should include employee work areas and areas accessible to the general public. Special attention should be given to those areas accessible to the general public. These public areas are likely places for a bomber to plant an explosive device due to the ease of accessibility. Public areas will differ from facility to facility and the organization should determine in advance what areas are accessible to the public. Public areas could include:

Entrance lobbies	Public restrooms	Hallways and stairwells
Public lounges	Cafeterias	Elevators
Restaurants	Shops	Waiting rooms

In addition to the public areas, objects or furniture located within the public areas must also be inspected if the search is to be comprehensive. Objects or furniture located in public areas can be used to conceal an explosive device. These could include:

Sofas and chairs	Planters or flower pots	Waste baskets
Vending machines	Telephone booths	Art objects
Under restroom sinks	Restroom towel holders	Tables
Coat racks	Unattended personal items	Umbrella holders

Employee work areas, as well as objects and furniture within those areas, must also be inspected. Employees should search their own work areas due to their familiarity with the surroundings. Interior work areas should include:

Individual offices	Employee restrooms	Rooftops
Employee lounges	Hallways and stairwells	Supply rooms
Storage areas	Common work areas	Dining rooms
Basements	Boiler rooms	Service passages
Loading docks	Telephone equipment rooms	Elevators

The proceeding are just an example of the interior areas that should be inspected during a search operation. Every building has a slightly different interior layout which is unique to that facility. Every organization should conduct an extensive survey to evaluate and locate all areas within the facility that would be subject to a search. These areas should then be identified in the search plan, along with instructions regarding how the areas are to be searched.

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## Exterior Searches

Exterior searches should include all grounds and parking areas surrounding the facility. These areas may be a more likely target for a bomber, especially if access control procedures restrict entry to the facility. When conducting exterior searches, attention should be given to areas which could be used to conceal a device. These include flower beds and shrubbery, picnic tables and benches, storm drains, concrete planters or fountains, waste cans and dumpsters, etc. Parking areas should be checked for abandoned vehicles, strange vehicles, vehicles parked in drive or fire lanes. The areas under parked vehicles should also be inspected.

## Area Of Bomb Placement

When conducting search operations, all areas should be considered potential locations for bomb placement. The location in which a bomb is placed will depend upon the bomber's access to the facility. Public areas should be given special attention during the search because they are a likely place for bomb placement. The following statistics include the areas of bomb placement for bombing incidents occurring within the United States between the years 1991 and 1995. These statistics are presented as a reference and should only be considered as a tool for search team awareness. An organization will have no way of knowing in advance where a bomb may be located within their facility.

Area Of Placement	Number Of Incidents
Inside Buildings	595
Outside Buildings	1762
Men's Restrooms	147
Women's Restrooms	3
Parking Lots	115
Trash Cans	177
Store Rooms	23
Building Roofs	46
Machinery or Equipment	445
( BATF Statistics )	

## Search Classifications

Search operations can be divided into two basic categories; **proactive searches** and **reactive searches**. The philosophy and application of these two types of searches differ, even though the search methods used in each generally remain the same.

**Proactive searches** are conducted as a preventive security measure in advance of an event. Producing a special event can require extensive planning, manpower and financial commitment. This work can be ruined by a well placed bomb threat prior to the start of the event. These events

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could include sporting events, corporate meetings, conferences, political rallies, etc.. Events such as these run the risk of disruption from a bomb threat incident and utilizing proactive searches can assist with managing these incidents.

The goal of a proactive search is to determine that a location is safe and free from hazardous devices prior to the start of the event. These types of searches are generally conducted by specific search teams designated by the organization. The benefit of this type of search is that it can be conducted during the set up phase hours before or in the minutes proceeding the start of the event.

**Reactive searches** are conducted in response to a bomb threat incident. The goal of a reactive search is to determine whether or not a hazardous device is indeed present as stated in the threat. Reactive searches conducted in the workplace are generally performed by the employees of that facility, in addition to security or law enforcement personnel. Reactive searches are conducted with no advance warning, so pre-planning for these searches is a must. There are two methods for conducting a reactive search; **searches conducted prior to evacuation** and **searches conducted after evacuation**.

When conducting searches prior to an evacuation, all employees in the facility participate in the search. General employees will search their own work areas, maintenance personnel will search their work related areas, office personnel will search office areas and housekeeping and security personnel will search public areas. If the organization leases office space to other tenants, they should conduct searches within their own office areas. This search method is very effective and is the one most often utilized. This type of search is effective for two reasons; familiarity and speed. Employees are the ones most familiar with their work environments, knowing what belongs there and what is foreign. Being this familiar with the search area allows the search to be conducted quickly and still remain effective.

Searches conducted after an evacuation are generally performed by security and/or law enforcement personnel once all the employees have exited the building. This type of search is time consuming and less effective than the searches conducted by employees. The primary reason for this is the searchers are less familiar with the environment compared to the employees who work in it. However, the quality of the search is generally better due to the training level of security and law enforcement personnel. So if speed is not an issue, than this may be the more appropriate method of search.

### **Search Teams And Leaders**

Searchers should be divided into teams of two for interior building searches. The two person team is ideal for searching normal size rooms, hallways, restrooms, etc.. For larger open work areas or exterior areas such as parking lots, several two person teams can be employed. The idea behind the two person team philosophy is that one person may notice something the other doesn't. Both team members must look out for the safety of the other and maintain open communication throughout the search.

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Search leaders should be designated to supervise the search operation. One individual should be assigned as the senior search leader with overall responsibility to direct the search operation. The senior search leader will direct search teams, collect information from those teams and pass the information on to management. In small facilities it may be only necessary to have one search leader supervising the operation. In larger facilities that include multiple buildings or floors, several assistant search leaders may be employed. The ideal number of assistant search leaders for larger facilities is one leader per floor or building. The search leaders will also double as evacuation leaders if an evacuation becomes necessary. These individuals are sometimes called “floor wardens” and in some organizations may also have responsibilities during fire emergencies or disasters.

## **Equipment**

Specialized equipment is not necessary for conducting these types of searches. Training and common sense, combined with a good eye and ear can produce an effective search. However, there are a few basic pieces of equipment that can assist in making the search even more effective.

All individuals or teams participating in the search should be equipped with a flashlight. Flashlights can be used to illuminate dark areas under or behind equipment or furniture. Flashlights are relatively inexpensive, easy to store and can be utilized for other emergency situations as well. Another piece of equipment that may be a useful addition to the search is mirrors. Inspection mirrors can be used to assist with observing hard to see places behind equipment and furniture. Inspection mirrors come in a variety of sizes and shapes, including small handheld types, mirrors with flexible handles for easy maneuvering, or mirrors with extra long handles for inspecting above drop ceiling. Inspection mirrors can be purchased at most hardware or automobile supply stores.

Depending upon the organization risk factor and resources, consideration should be given to incorporating explosive detecting dogs into the search. Dogs are extremely effective at locating explosive devices, however their use is expensive. Utilizing dogs during reactive search operations may not be applicable due to issues of time, unless the organization maintains these dogs at the facility. An organization should consider the use of dogs for proactive searches prior to special events.

## **Communications**

During the search, communication between search teams, leaders and management is crucial for the success of the operation. Search teams should refrain from using two-way radio communication within the entire search area because some explosive devices can be detonated by two-way radio frequencies. A system of communications between searchers and management should be established using the existing telephone system. More planning will be required to accomplish this effectively, but the increase in operation safety is worth it. A procedure for reporting information gathered as the search progresses must also be established.



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## Safety Rules For Searches

The goal of the search operation is the location and identification of suspicious items. During search operations the safety of the search teams is of primary concern. Safety rules must be established for all search operations and those rules should be followed by all individuals involved in the search. The search operation Leader must insure that all searchers are familiar with and follow specified safety rules. The following are some basic safety rules for searchers:

- During a search, **NEVER TOUCH A SUSPICIOUS OBJECT.** This is the number one safety rule that must be remembered and followed by all search personnel.
- Don't attempt to move a suspicious object. Don't cover the object or place the object in water. **Don't attempt to defuse or deactivate a suspicious device.**
- Never assume only one device has been planted. Always consider the presence of a secondary device.
- Pay attention for possible booby trap devices. Booby traps are activated by motion, trip wires or strings, pressure switches, light, etc.
- When possible search in teams of two.
- Speed in a search is important, but don't get sloppy. Attention to detail is necessary in all search operations.
- Report all suspicious objects to the search leader. Give clear descriptions of the object and its location.
- Report all areas that have been searched and considered clear of suspicious objects.
- Don't use two-way radio communications during the search. Some explosive devices can be detonated by radio frequencies.

## Search Operation Diagram

All search operations must be systematic and thorough in design and execution. To assist with establishing and executing a systematic search, diagrams detailing the entire facility should be used by search teams and search leaders.

- Search diagrams can be created using existing facility diagrams such as floor plans used for evacuations.
- The search operations leader will maintain a master search diagram which will be used for

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decision making by management or the crisis management team. Specific search area diagrams are used by individual search teams and then given to the search leader at the end of the search operation.

- Search diagrams should be printed on plain white paper and color high lighter markers used to designate areas cleared and areas containing suspicious objects. Two color types of high lighter markers should be used, for example YELLOW for cleared and RED for suspicious objects. These colors and the manner in which diagrams are utilized should be consistent for all search teams.
- After the incident, the master copy of the search operation diagram should be maintained in the security records for future analysis.

### **Techniques For Searching Rooms**

For normal size rooms, two person search teams should be utilized when possible. Search team members should use a teamwork approach and remain in constant verbal communication with each other. Search techniques should stress efficiency, safety and common sense. A simple procedure for room searching is as follows:

1. The team begins the search at the doorway to the room.
2. Searchers **Stop, Look and Listen**. Stop and look around the room. Observe all furniture and objects in the room. Listen for any strange or unusual sounds, such as ticking, clicking or beeping.
3. Divide the room in half. Decide who will search each half.
4. One searcher then goes right and the other left.
5. Search along the walls, working toward the center of the room and back to the door. This action is called a “sweep”. Up to four search sweeps will be performed, at different heights, for each room. Each search sweep allows for objects within a specific height range to be inspected. The four height ranges for searches are:
  - First search height includes all objects located in the room from the floor to the searcher’s waist level.
  - Second search height includes all objects located in the room from the searcher’s waist level to eye level.
  - Third search height includes all objects located in the room from the searcher’s eye level to the ceiling.

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- Fourth search height includes all areas above drop ceilings.
6. Search sweeps are conducted at the different heights until the entire room has been searched.
  7. Once the room has been searched, and if no suspicious items are located, the room should be declared “clear” and the team moves to the next room. Consider the placement of signs on the room doors declaring the room “clear” or containing a “suspect” object.

Searches involving large open work areas are conducted slightly different from normal room searches. Searching a large open work area will incorporate the use of several search teams at once and should be conducted as follows:

1. The search teams line up at one end of the room creating a “fence line” formation.
2. Searchers then proceed to move through the room, conducting the first search sweep while maintaining the fence line formation.
3. Once the first search sweep reaches the end of the room, the formation turns around and begins the second search sweep, working their way back to the starting point.
4. This process is repeated until all objects in the room, at all heights, have been inspected.
5. Once the room has been searched, and if no suspicious items are located, the room should be declared “clear” and the team moves to the next room. Consider the placement of signs declaring the area “clear” or containing a “suspect” object.

### **Techniques For Searching Outside Areas**

Searching outside areas is similar to searching large inside areas. Open areas outside can be divided into sections and each section searched individually using the technique for searching large inside rooms. Several search teams line up at one end of the area forming a “fence line”. The teams then proceed through the area searching the ground for suspect items or earth which has been dug up or disturbed. The search teams should proceed in a slow systematic manner, paying very close attention to the ground in front of them and insuring that they don’t step on any suspicious areas. If a suspect item or area is discovered, the area around it should be marked with a small sign or flag and the search team should quickly evacuate. The search operations supervisor must be notified of the discovery.

Other outside areas include those located around buildings. When these areas are searched, close attention should be paid to shrubs, flower beds, trash cans, employee break areas, etc. Searchers should remember to proceed in a slow systematic manner, attention must always be given to safety. If searchers discover a suspicious item, they should not handle the item and quickly evacuate the

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area. The search operations supervisor must be notified of the discovery.

Parking lots present another problem because of all the vehicles located in them. Conducting a complete search of a vehicle requires time, equipment and techniques not covered in this manual. A complete top to bottom, end to end, search of a vehicle could take up to several hours to perform, and that's if complete access to the vehicle was provided. It is not realistic to assume that the average organization will have the time during the incident, or the manpower and equipment necessary to properly search hundreds of vehicles located on their parking lots. However, limited searches can be conducted by inspecting the ground under vehicles, as well as looking into the vehicles through their windows. This type of search may be all that is necessary in most situations, assuming that the majority of vehicles located on the parking lot belong to personnel working for the organization.

Vehicles which appear abandoned, or vehicles where the owner can't be located may be considered suspect and designated for further inspection by Law Enforcement officials. If vehicles have been designated suspect, evacuate personnel from the area of the vehicle. The U.S. Bureau of Alcohol, Tobacco and Firearms ( BATF ) has established minimum evacuation distances for personnel during incidents involving vehicle bombs. These evacuation distances are as follows:

Type of Vehicle	Minimum Evacuation Distance
Compact Sedan	1,500 Feet ( 457 Meters )
Full Size Sedan	1,750 Feet ( 534 Meters )
Passenger or Cargo Van	2,750 Feet ( 838 Meters )
14 Ft. Small Box Van	3,750 Feet ( 1,143 Meters )
Box Van / Fuel Truck	6,500 Feet ( 1,982 Meters )
Semi-Trailer	7,000 Feet ( 2,134 Meters )

### Locating A Suspicious Item

If a suspicious item is located during the room or area search, the following guideline should be used:

- **DON'T TOUCH THE ITEM.**
- Don't cover the item. Don't attempt to remove the item. Don't carry the item to another location. Don't place the item in water or spray water on the item.
- Notify the search leader or management regarding the discovery.
- Give detailed information regarding the item's location and appearance.
- Information regarding the item's location and description should be recorded on the search diagram.
- Notify other search teams in the area.
- Evacuate the area immediately.
- Once the area has been evacuated, attempt no re-entry to the area. Only trained Explosive

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- Ordinance Disposal ( EOD ) personnel should enter the area.
  - Notify Law Enforcement officials.
  - When Law Enforcement officials arrive, give them all information regarding the items location and description

## **Evacuations**

During bombing or bomb threat incidents, evacuating people from harms way will become a necessary action. Evacuations during bomb related incidents are much the same as evacuations conducted during fire related incidents. The objective of the evacuation is the systematic and orderly removal of people from an area containing a hazard to an area of safety. The concepts involved in planning and conducting evacuations are simple. The reality of an evacuation is more complex and requires a teamwork effort from everyone involved. Conducting an evacuation from a small business operation, employing a limited number of personnel, may be easy to accomplish in a matter of minutes with simple planning. Evacuations of large business operations involving multiple buildings or floors and hundreds or thousands of personnel, visitors and tenants can require an elaborate plan orchestrated like a military operation. The level of planning necessary to effectively conduct an evacuation will depend upon the organization's size, location, type of facility and number of employees. In theory all evacuations are similar, in reality all facilities are different and no two evacuation plans will be exactly the same.

### **Developing An Evacuation Plan**

The systematic evacuation of personnel from a hazard area requires a well thought out plan of action. In a crisis such as a bombing or bomb threat, the stress of the event can place a huge strain on the emotions of the personnel involved. In the absence of a firm plan of action, concerns about self survival can quickly turn into feelings of fear and panic. Fear and panic can lead to a state of confusion among personnel causing a reaction which is less than controlled or organized. Another term for this reaction is chaos. Pre-planning in the form of a structured, detailed and practiced system of evacuation can limit reactions based on fear and panic and increase the level of safety for all personnel involved.

Developing an evacuation plan will require input from a variety of sources within the organization. Management, supervisors, security, plant engineers, maintenance, housekeeping, as well as general employees all have a stake in a well developed evacuation plan. If the organization leases building space to other tenants, they should also be included in the development of the plan. Each of these groups will play a slightly different role in the development, as well as the execution of the plan. Representatives from each group should be included in all aspects of the planning process.

Evacuations conducted during bombings or bomb threat incidents are not that different from evacuations conducted during a fire incident. The goal is the same, to get personnel out of an area of hazard quickly and safely. However, there is a slight operational difference in the two. Those differences are aspects found in the nature of the event. Bomb related incidents have aspects not present during fire related incidents. Examples of this include insuring evacuation assembly areas are free of secondary explosive devices and located a safe distance beyond the range of possible bomb blast effects. Consideration must be given to the differences, as well as the similarities, between bomb related evacuations and fire related evacuations. The bomb threat evacuation plan should be developed to operate within the established fire evacuation plan. This will limit the

confusion associated with trying to remember two different evacuation plans.

The following are general aspects which should be considered during the development of the evacuation plan;

- The evacuation plan must be a written document.
- Objectives of the plan must be clearly defined.
- Instructions must be prepared in a format which is easily understood.
- A schedule for periodic review of the plan must be established.
- The plan must be amended to reflect changes in the structure of the organization or building layout.

The following are specific aspects which should be considered during the development of the evacuation plan;

- Define departmental roles and responsibilities.
  - Management.
  - Security.
  - Evacuation Supervisors ( Floor Wardens ).
  - Engineering and Maintenance.
  - Employees.
  - Building Tenants.
- Identify evacuation routes.
- Identify evacuation assembly areas.
- Define evacuation assembly area security.
- Establish criteria for initiating an evacuation.
- Establish a form of evacuation notification or alarm.
- Establish procedures for the evacuation of building visitors.
- Establish procedures for the evacuation of personnel with disabilities.
- Establish procedures for the evacuation of injured personnel.
- Establish procedures for the accounting of personnel once at assembly areas.
- Establish communication procedures.
- Establish procedures for evacuations during hours of darkness, foul weather, etc.
- Establish procedures for return to work or employee release.

### **The Decision To Evacuate**

While the purpose of an evacuation is to move personnel from harms way to an area of safety, this action does come with a negative side. The negative side to an evacuation is the interruption of the organization's daily activities, lost production time, added financial expense, reduction in employee moral, etc. These negative consequences are the desired results of the well placed bomb threat. How would an organization handle a bomb threat campaign lunched against them? Could the organization afford to conduct daily, or even weekly evacuations? Because of these questions, the

decision to conduct an evacuation will rest on the shoulders of the organizations management. Management maintains the role of organization leadership and control in times of crisis. The decision may not be an easy one to make, but one that will have to be made when the situation arises.

The decision to evacuate should be based on logic and fact and not panic and fear. There is no standard formula which can be used by management to assist in the decision making process. The decision to evacuate will ultimately be based on the facts of the situation, and these facts will be different in all situations. However, the following basic criteria can be used to assist management with reaching a decision to evacuate:

- **Evacuations based on a credible threat.** This is when information provided by the threat is sufficient enough to lead management to believe the threat is real. If a threat is considered credible, it must be taken very seriously.
- **Evacuations based on the discovery of a suspect item.** If a suspect item is discovered during a search of the building, it should be considered a possible explosive device until proven otherwise by Law Enforcement officials. Evacuation of personnel from the area will be necessary.
- **Evacuations based on doubt.** The rule of thumb is **WHEN IN DOUBT, GET OUT!!!** If you can't decide whether the threat is real or a hoax, and the safety of personnel is of ultimate concern, an evacuation should be performed. It is always better to be safe than sorry in a dangerous situation such as a bomb threat.

It should be remembered that this criteria is only a guideline and that a decision to evacuate must be based on the facts of the situation, and not something written in a book.

Another aspect of an evacuation that must be considered is how much to evacuate. Evacuations can be classified as **full evacuations** or **local evacuations**. Full evacuations involve the evacuation of all personnel from a building or area. Local evacuations involve only the evacuation of personnel from a specific area of a building. Both types of evacuations have viable applications for their use. The extent of the evacuation will depend upon the size of the building, type of building, type of incident, type of services provided in the building, number of personnel, etc.. An organization must evaluate their own unique situation to determine the structure of their own unique evacuation plan.

### **Evacuation Notification**

How does an organization notify personnel that an evacuation is being conducted? Once again there is no right or wrong answer. The process of notification will depend upon the organization's size, resources or personal choice. The notification could take the form of a standard fire alarm, public address ( PA ) announcement or a combination of the two. Notification could be made by telephone in smaller organizations with limited personnel. Whatever notification process is decided upon,



there is one thing that is very important, all individuals within the organization must receive the notification. This means all employees, visitors, vendors and tenants. Like most aspects of a bomb security plan, the organization should experiment with different types of procedures during the development phase of the plan to determine what works best for them.

### **Evacuation Routes**

Routes of evacuation during bomb related incidents should mirror the evacuation routes established for fire related incidents. This will limit confusion during the incident. Most organizations have fire evacuation routes clearly established and posted throughout the facility. These routes would be the easiest for personnel to remember under stress. Consideration must be given to one important point, personnel must not be evacuated through an area containing a suspect item. It will be important for evacuation supervisors or “floor wardens” to be able to re-route personnel away from the area containing the suspect item. This re-routing procedure is also performed during fire incidents, when personnel are re-directed away from the area containing the fire. Maintaining communications with evacuation supervisors is critical for this reason.

### **Evacuation Assembly Areas**

Once personnel have evacuated the facility, they should report to a designated evacuation assembly area. Once at the evacuation assembly area, personnel will be accounted for to insure that everyone exited the facility safely. This process can be performed more effectively if assembly area supervisors have a current listing of all personnel working at the facility that day. This will require the generation of a current personnel listing on a daily basis. This listing can then be given to assembly area supervisors when the evacuation is conducted. Accounting for visitors, vendors and tenants presents a different problem. Accounting for visitors and vendors will require some procedure for tracking who has entered and exited the facility during the day. This could be achieved by maintaining some form of register that visitors and vendors are required to sign. Tenants occupying space in the facility will be required to generate their own versions of these listings which can be used by the assembly area supervisors. The accounting procedure ultimately used will depend upon the organizations individual circumstances and resources. The accounting of personnel following an evacuation is very important and organization should develop procedures for accomplishing this aspect of the plan.

Another issue of great importance is the safety of the assembly areas. Assembly areas must be free of secondary explosive devices and located a safe distance from the facility. Assembly areas should be inspected in advance to determine whether any suspect items have been placed there. Bombers sometimes place secondary explosive devices in outside areas in an attempt to injure or kill emergency responders, as well as the organization’s personnel. If assembly areas are not inspected prior to personnel arriving, a situation may occur where personnel have been evacuated from an area of hazard, into an area of hazard. For this reason parking lots full of vehicles are the least desirable location for assembly areas. More desirable are open areas which have been secured in advance, but these types of areas may not be available at most organizations. The designation of evacuation

assembly areas will greatly depend upon areas available to the organization. Proactive searches of the assembly area can be performed by assembly area supervisors or security.

The other issue is distance. Assembly areas must be located a safe distance from the facility. This means located beyond possible bomb blast effects. Depending upon the situation, safe distances could range between 300 and 1000 yards. Management should consult with local fire and police departments regarding the location of assembly areas, as well as all aspects of the bomb security plan.

## **Ending The Evacuation**

Once all personnel have been evacuated from the building, when is it safe for them to return? This is an obvious question that will confront management and some consideration should be given to it. Personnel should only return to the building after the event has been declared over ( a non-event ) and Law Enforcement officials give the OK to re-enter the building. Declaring the situation safe will depend upon several factors and these factors will be slightly different in all incidents.

One factor is time. Did the threat state a specific time a device was going to detonate? If a specific time was given and no detonation occurred, it could be assumed that a device does not exist. If a reasonable amount of time ( beyond the time stated ) is then allowed to pass without a detonation occurring, it's then assumed to be safe to re-enter the building. It must be noted that this method of determining the event safe is not the most reliable, but however the most widely used. The reason for this is due to the fact that generally 99% of all bomb threats turn out to be hoaxes, that means no bomb to detonate.

Another factor is device discovery. If a thorough search of the facility has been conducted and no device has been discovered, it is assumed that a device does not exist. This method of determining a situation safe is based on the assumption that an adequate search of the facility has been performed. Depending upon who searched the facility, this assumption may be correct.

Another factor is a combination of time and discovery. If an adequate search of the facility has been performed and enough time has passed without a detonation, it can be assumed that the situation is safe.

Some situations will be lengthy in duration, requiring the early release of personnel from work. An early release of personnel may be authorized to relieve crowding of the scene, or limit payroll cost, etc.. Management should consider developing a plan to deal with evacuated personnel if the situation becomes one of lengthy duration.

The ultimate criteria used to determine the situation safe will largely depend upon the circumstances surrounding the event, cooperation between management and local emergency responders. Above all, decisions should be based on the reality of the facts, professional judgement and the use of good common sense.

## Conclusion

In conclusion, let's review some of the important areas addressed in this manual. First, it's safe to say that bomb related incidents have been occurring in our society for some time and will probably continue to occur. Bomb related violence is not just an activity which occurs overseas, but right here in America as well. The trend in America in recent years has seen a slight decrease in bomb related incidents, but an increase in the size and power of the bombs which are used. Bombings or bomb threat incidents occur daily in the U.S. and can strike any organization. The citizens of America have witnessed bombings at the World Trade Center, Murrah Federal building, and the Atlanta Olympics. Bomb related violence has caused millions of dollars in damages, resulted in hundreds of injuries and deaths, and forced evacuations of schools, office buildings, retail centers, airports, etc..

The motivations behind bomb related violence are many, with revenge being the largest motivation. The materials needed to make explosive devices are easily obtained and the way in which these materials are used is limited only by the imagination of the bomber. Bombs can be concealed to look like other objects and be delivered to a target in a variety of methods. These methods include planting the device in advance, sending them as mail, placing them in vehicles or in a briefcase. Bombs can be placed in any number of areas within a facility, but the most common are areas accessible to the general public such as restrooms, lobbies, parking lots, etc.. The explosive material used in these devices is very dangerous and capable of causing massive damage to property, as well as large numbers of injuries and death to personnel.

In order to effectively deal with the risk of bomb related violence, we must prepare in advance. This preparation includes assessing our risk to an attack, strengthening our vulnerabilities to an attack by improving security measures, educating and training personnel, etc.. Our planning must be detailed and on going and revisions to the plan must be made to reflect changes in the organization. Periodic testing of the plan is necessary.

Search and evacuation operations must be planned in great detail, written down and easily understood by all personnel within the organization. Training and testing of search and evacuation operations should be conducted periodically.

Our critical decision making should be based on reality, professionalism, education, training and good common sense.

And above all, procedures must stress **SAFETY AT ALL TIMES.**

## About the Author

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Mr. Knapp is a Certified Protection Specialist with over 24 years experience in the protection industry, including 11 years in security management. He is a graduate of Executive Security International, Aspen CO., and has obtained education in Law Enforcement, Security Management, Executive Protection, Biological & Chemical Terrorism, Disaster Management, Basic Life Support ( BLS ), Advanced Hazmat Life Support (AHLS), and Self-Defense.

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